Interior Fire Program Assessment 2012

Tribal Consultations

August 27-31, 2012

Albuquerque, New Mexico

Spokane, Washington

Minneapolis, Minnesota

INTERIOR FIRE PROGRAM ASSESSMENT 2012

Meeting Agenda

- Welcome
  - Opening Blessing
  - Introductions and Meeting Overview
- Interior Fire Program Assessment 2012
  - Overview
  - Task 1 Summary
  - Task 2 Summary
  - Next Steps
- Break
- Feedback

Meeting Objectives

- Provide an overview of the Interior Fire Program Assessment (IFPA) Project

- Provide observations regarding the current state of fire program management within the Department of the Interior (DOI)

- Describe recommendations

- Describe potential organizational changes

- Conduct dialogue regarding impacts on Tribes and items DOI should consider as it undertakes the decision process

IFPA Overview

Objectives

Approach

Criteria for Success

Tribal Participation and Consultation

IFPA Objectives (1)

- Conduct an assessment of the Wildland Fire Program including the Office of the Secretary and the Department's bureaus with wildland fire management responsibilities
  - Fire Programs – Bureau of Land Management (BLM), Bureau of Indian Affairs (BIA), National Park Service (NPS), and US Fish and Wildlife Service (FWS)
  - Related Bureaus – US Bureau of Reclamation (USBR) and US Geological Survey (USGS)
- Develop a set of options for the most cost-effective, efficient means of providing a comprehensive suite of wildland fire management services
- Identify possible alternatives to streamline the wildland fire governance structure

IFPA Objectives (2)

- Identify opportunities for improvement
- Develop recommendations
- Develop and execute an implementation plan
- Align with other initiatives (e.g., cohesive strategy, IT transformation)
- Maintain fire program services without interruption
- Continue or improve fire program support

Approach (1)

Task 1 – Identify Opportunities for Improvement

- Document the current state of wildland fire management across DOI, lessons learned from other fire programs, performance metrics, and opportunities for improvement

Task 2 – Develop Restructuring Recommendations

- Provide recommendations and restructuring options to help DOI increase efficiencies in its wildland fire programs while addressing unique bureau roles and responsibilities

- Address four functional areas: management, administrative, program, and preparedness and operations

Approach (2)

Task 3 – Develop an Implementation Plan

- Narrow the number of options to include in final report
- Provide a high-level implementation plan for recommendations and final options

Outcome

- Final report to DOI leadership on recommendations, options for organizational improvement, and implementation plans
- DOI decision regarding recommendations and organizational models

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Desired Outcomes – Criteria for Success (1)

- Improve wildland fire management services in support of bureau missions

- Identify areas for sustainable cost efficiencies in overall wildland fire management

- Make resources (staff and financial) available for on-the-ground mission-critical activities

- Improve program alignment among geographic/functional/organizational boundaries

Desired Outcomes – Criteria for Success (2)

- Decrease duplication and overlap in policy, program, and service delivery roles

- Enable more efficient, clear, structured decision making for strategic policy and program management

- Improve governance and processes at the policy and program management levels, including how DOI and bureaus work together

- Enhance delivery of services in the fire program by removing friction (e.g., unnecessary steps or layers) from the system

Tribal Participation and Consultation

- Objective: understand implications of potential decisions to Tribes

- Invited Tribes to provide input using an on-line survey tool
- Presented to Intertribal Timber Council
- Visited and/or interviewed representatives of Zuni Pueblo, Fort Apache, Seminole Nation of Florida, and Miccosukee Nation of Florida, Confederated Tribes of Warm Springs
- Conducting Tribal consultation meetings in Albuquerque, Spokane, Minneapolis

Task 1 Summary

Functional Areas
Current State Observations

Fire Program Functional Areas (1)

DOI identified four major functional areas and the Assessment Team structured data gathering analysis around these areas

- Management
  - Management structures that include, but are not limited to, oversight, governance, reporting, budgeting and performance, communications, and policy issuance

- Administrative
  - Administrative organizations including, but not limited to, human resource services, acquisition, finance, budget, financial assistance, facilities, and health and safety

Fire Program Functional Areas (2)

- Program
  - Fire planning and environmental compliance, prevention and education, hazardous fuels and biomass utilization planning, fire science, fire-related aviation management, and international cooperation

- Preparedness and Operations
  - Preparedness and operations, post-fire stabilization and burned area rehabilitation, fire-related aviation management (service delivery), and geographic area coordination

Current State Observations (1)

Management

- There may be opportunities to share resources across bureaus
- Bureaus can experience efficiencies through the use of cooperative arrangements
- DOI is working to provide appropriate tools and information to inform management decision-making

Administrative

- The success of the Human Resources (HR) shared services effort at the National Interagency Fire Center (NIFC) can be replicated to enhance HR efforts throughout the wildland fire program
- Budget and finance processes and policies result in challenges related to sharing, cross-billing, and tracking of bureau resources

Current State Observations (2)

Program

- Fire management planning may have inefficiencies
- In some cases, there is limited access, communication, and organization related to training

Preparedness and Operations

- There are opportunities to apply lessons learned in order to increase efficiency in large fire suppression
- Geographic Area Coordination Center (GACC) boundaries create challenges for participation in coordinating groups

Task 2 Summary

Recommendations
Functional Options
Organizational Models

Recommendations (1)

The consultant has provided recommendations for improvement, regardless of potential organizational changes. They are organized into three categories:

- **Critical Efforts** – DOI should prioritize these recommendations regardless of organizational changes

- **Quick Wins** – Interior should consider these recommendations for implementation in the short term (e.g., less than one year to achieve initial results) to capture potential efficiencies

- **Long-Term Efforts** – Interior should consider these recommendation for implementation over the long term (e.g., greater than three years to achieve results) to capture potential efficiencies

Recommendations (2)

Recommendations include the following:

- Continue to define roles and responsibilities of DOI governing bodies to reduce overlap and improve decision making

- Identify opportunities and remove barriers to encourage collaborative arrangements

- Conduct a workforce assessment to help understand opportunities and constraints in structuring the wildland fire workforce

- Identify opportunities for work sharing and knowledge transfer for administrative activities

- Consider establishing modern tier 3 dispatch center structure with fewer dispatch centers

Functional Options (1)

- Options for organizing services in each of the four functional areas, typically organized nationally, regionally, and locally

Management

- Option 1 – Single Fire Leadership Organization: A single leadership organization at the national level that serves bureaus

- Option 2 – Joint Forces Fire Leadership Organization: National-level employees would retain their bureau affiliation but be part of a single organization

- Option 3 – Single Regional and Local Fire Organization: State/regional and local level employees would report to the National Fire Program, rather than through bureau management structures

Functional Options (2)

Administrative

- Option 4 – Single Administrative Services Organization: DOI or a single bureau would provide administrative services for the fire program(s)

- Option 5 – Nationwide Administrative Centers of Excellence: Individual bureaus would provide administrative services (e.g., HR, acquisition) to the DOI wildland fire community

- Option 6 – Regional and/or Local Administrative Centers of Excellence: Bureaus would provide administrative services to others regionally and/or locally

Functional Options (3)

Program

- Option 7 – Nationwide Program Centers of Excellence: Bureaus would provide select program services (e.g., training, prevention and education) to the DOI wildland fire community

- Option 8 – Regional Program Centers of Excellence: Bureaus would provide program services for the other bureaus by regions as centers of excellence

- Option 9 – Local Collaboration for Program Activities: Bureaus would manage programs collaboratively at local levels in cooperation with other entities (e.g., states, US Forest Service) for planning and program efforts

Functional Options (4)

Preparedness and Operations

- Option 10 – Nationwide Operations Organization: A single organization would provide preparedness and operations activities on behalf of DOI bureaus

- Option 11 – Regional Operations Centers of Excellence: Bureaus would provide preparedness and operations services for the other bureaus by regions as centers of excellence

- Option 12 – Local Collaboration for Operations: Bureaus would manage preparedness and operations collaboratively at local levels in cooperation with other entities (e.g., states, US Forest Service)

Organizational Models

- Combinations of functional options in each of the four functional areas (management, administrative, program, preparedness and operations)
- Represent approaches for structuring the fire programs to gain efficiency
- Three basic models can be modified using the functional options
  - Local Collaborative model
  - Regional Delivery model
  - Single Fire Program model
- DOI is considering selecting among these or other models based on the functional options

Local Collaborative Model Example

- DOI and bureaus would make a concerted effort to drive collaboration in program and operations at the regional and local levels

- DOI and bureaus would remove barriers (especially administrative barriers) to collaboration

- DOI and bureaus would provide processes, tools, and incentives to encourage general adoption of this model

Local Collaborative Model Example

- Potential structure (highlighted options are included in the model):

Management	Administrative	Program	Preparedness and Operations
• Option 1 - Single Fire Leadership Organization • Option 2 - Joint Forces Fire Leadership Organization • Option 3 - Single Regional and Local Fire Organization • **Current State**	• Option 4 - Single Administrative Services Organization • Option 5 - Nationwide Administrative Centers of Excellence • Option 6 - Regional and/or Local Administrative Centers of Excellence • **Current State**	• Option 7 - Nationwide Program Centers of Excellence • Option 8 - Regional Program Centers of Excellence • **Option 9 - Local Collaboration for Program Activities** • Current State	• Option 10 - Nationwide Operations Organization • Option 11 - Regional Operations Centers of Excellence • **Option 12 - Local Collaboration for Operations** • Current State

Regional Delivery Model Example

- Regional centers of excellence
  - Bureaus would provide administrative, program, and operations activities for other bureaus
- Joint forces fire leadership organization at the national level
  - Would be staffed by employees of individual bureaus within a single structure
- Staff would maintain bureau affiliations

Regional Delivery Model Example

- Potential structure (highlighted options are included in the model):

Management	Administrative	Program	Preparedness and Operations
• Option 1 - Single Fire Leadership Organization • **Option 2 - Joint Forces Fire Leadership Organization** • Option 3 - Single Regional and Local Fire Organization • Current State	• Option 4 - Single Administrative Services Organization • Option 5 - Nationwide Administrative Centers of Excellence • **Option 6 – Regional and/or Local Administrative Centers of Excellence** • Current State	• Option 7 - Nationwide Program Centers of Excellence • **Option 8 - Regional Program Centers of Excellence** • Option 9 - Local Collaboration for Program Activities • Current State	• Option 10 - Nationwide Operations Organization • **Option 11 - Regional Operations Centers of Excellence** • Option 12 - Local Collaboration for Operations • Current State

Single Fire Program Model Example

- A single national provider would provide complete fire program services

  - Administrative and program services would be provided through one or more national centers of excellence

- If the single fire organization resides at the Departmental level, national level employees would no longer be affiliated with bureaus

Single Fire Program Model Example

- Potential structure (highlighted options are included in the model):

Management	Administrative	Program	Preparedness and Operations
• **Option 1 - Single Fire Leadership Organization** • Option 2 - Joint Forces Fire Leadership Organization • **Option 3 - Single Regional and Local Fire Organization** • Current State	• **Option 4 - Single Administrative Services Organization** • Option 5 - Nationwide Administrative Centers of Excellence • Option 6 - Regional and/or Local Administrative Centers of Excellence • Current State	• Option 7 - Nationwide Program Centers of Excellence • Option 8 - Regional Program Centers of Excellence • Option 9 - Local Collaboration for Program Activities • Current State • **Addressed in Option 3**	• **Option 10 - Nationwide Operations Organization** • Option 11 - Regional Operations Centers of Excellence • Option 12 - Local Collaboration for Operations • Current State

Next Steps and Feedback

Next Steps

Feedback from Tribes

Written Comments

Next Steps

- DOI will select options for further analysis
- Based on additional analysis, DOI will make a decision regarding potential organizational changes

Feedback From Tribes

- DOI's objective is to provide wildland fire services to the Tribes it serves

- From a tribal standpoint, what should DOI consider as it makes decisions regarding recommendations and organizational models?

Written Comments

- Due date
  - September 12, 2012
- US Mail

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